



<b>Report to:</b>	Humber & North Yorkshire Integrated Care Board
<b>Date of Meeting:</b>	10 May 2023
<b>Subject:</b>	<b>Refresh of Integrated Care Partnership (ICP) Operating Arrangements</b>
<b>Director Sponsor:</b>	Sue Symington, Chair Karina Ellis, Executive Director of Corporate Affairs
<b>Author:</b>	Mike Napier, Director of Governance and Board Secretary

**STATUS OF THE REPORT:** *(Please click on the appropriate box)*

Approve  Discuss  Assurance  Information  A Regulatory Requirement

**SUMMARY OF REPORT:**

Board members are reminded of the symbiotic relationship which must exist between the Integrated Care Board and the Integrated Care Partnership in an ICS.

The report sets out the next steps in the development of the Humber and North Yorkshire Integrated Care Partnership (HNY ICP) setting it at the heart of the HNY Integrated Care System's (ICS) operating arrangements, and ensuring parity with HNY ICB Board in driving system transformation and delivery of the ICS strategy in 2023/24.

The developments outlined in the paper have been informed by the ICP's self-assessment of effectiveness as part of the light-touch governance review, as well as extensive engagement by the ICB/ICP Chair with senior partners within the ICP, ICB Board and beyond.

The refreshed operating arrangements for the ICP will see the following:

- i) A move from monthly to quarterly meetings of the ICP (commencing in June '23).
- ii) Creation of four groups which will meet earlier on the same day of the ICP and support it in the delivery of the ICS strategy:
  - a. The **ICS Futures Group** – comprising a working group of executives along with senior leaders across the public and private sector, the Futures Group will champion innovation in the delivery of the long-term strategic ambitions of the ICS – with particular focus on the strategies related to population health and health inequalities; innovation, research and improvement; digital; developing talent; partnerships anchor organisations; and patient voice.
  - b. A **local authority chief executive / ICB executive forum** – a private, informal meeting between senior executives of the six local authorities and the ICB (plus ICP chair) to discuss



- c. items of their choice. Any feedback from this group will be captured and escalated to the ICP and, if appropriate, the ICB.
- d. A **local authority / ICB executive / Place directors forum** - a formal meeting at which Place Directors can share any issues relating to the partnership at large, or specific places, with senior executives of both the local authorities and ICB.

**RECOMMENDATIONS:**

Members are asked to:

- i) Approve the refreshed operating arrangements for the Integrated Care Partnership (ICP), including the establishment of an ICS Futures Group which will be accountable to the ICP.

**ICB STRATEGIC OBJECTIVE**

Realising our vision	<input checked="" type="checkbox"/>
Improving outcomes in population health and healthcare	<input checked="" type="checkbox"/>
Supporting broader social and economic development	<input checked="" type="checkbox"/>
Tackling inequalities in outcomes experience and access	<input checked="" type="checkbox"/>
Delivering our operational plan 2022/23	<input checked="" type="checkbox"/>
Developing our ICS	<input checked="" type="checkbox"/>

**IMPLICATIONS**

Finance	There are no direct financial implications associated with the paper. Additional administrative costs associated with the proposals will be kept minimal.
Quality	N/A
HR	The Futures Group will consider a variety of workforce-related challenges as part of its remit, including developing talent.
Legal / Regulatory	N/A
Data Protection / IG	N/A
Health inequality / equality	The Futures Group will support innovative means to help improve population health, health inequalities and outcomes..
Conflict of Interest Aspects	A central theme of the proposals is to further strengthen partnership working and innovation however direct conflicts of interest will be managed in accordance with best practice.
Sustainability	N/A

**ASSESSED RISK:** There are no significant risks aligned to this paper, however it should be recognised that the Quarter 4 Governance Review is a significant programme of work and slippage may impact on the delivery of the Annual Report and Annual Governance Statement.



**MONITORING AND ASSURANCE:** Assurance on delivery of outcomes against the refreshed arrangements will rest with the ICP.

**ENGAGEMENT:** Engagement has taken place with the ICP, ICB and senior representatives of partners in the development of the proposals.

**REPORT EXEMPT FROM PUBLIC DISCLOSURE**

No  Yes

If yes, please detail the specific grounds for exemption



## Refresh of Integrated Care Partnership (ICP) Operational Arrangements

### 1.0 Introduction

- 1.1 This paper sets out the next steps in ensuring that the Integrated Care Partnership (ICP) is at the heart of the Integrated Care System (ICS). The plans are informed by the ICP's self-assessment of effectiveness as part of the recent light-touch governance review undertaken by the Integrated Care Board on behalf of the ICS, as well as extensive engagement by the ICB/ICP Chair with senior partners in the ICP, ICB Board and beyond.
- 1.2 The ICB and the ICP are the two primary boards of the ICS overall operating arrangements and, despite their different purposes, they carry equal weight and are of equal importance. Each of their broad functions can be described as follows:

The ICB	The ICP
Fulfilling the statutory responsibilities of the ICB	Driving progress to the achievement of ICS core purposes
Overseeing the effective governance of the ICB	Delivering the Health and Wellbeing Strategy
Management of ICB Risk	Partnership engagement including Anchor Organisations
System Quality matters	Population health and health inequalities
Financial Management	Innovation, Research and Improvement
System performance- including the work of the collaboratives	Digital progress
System Workforce issues	Talent and leadership management and development
Taking assurance from committees of the board including <ul style="list-style-type: none"> <li>✓ Quality Committee</li> <li>✓ Audit Committee</li> <li>✓ Finance, Performance and Delivery Committee</li> <li>✓ Remuneration Committee</li> </ul>	Taking assurance from enabling groups of the partnership including <ul style="list-style-type: none"> <li>✓ The Futures Group</li> <li>✓ Population Health and Health Inequalities</li> <li>✓ The local authority / ICB executive / Place directors forum</li> </ul>
Patient Voice-6 monthly report from Health Watch	Patient Voice-6 monthly report from Health Watch
	Hosting the wider leadership community at 6 monthly symposia.

- 1.3 A summary of the ICP self-assessment findings are as follows:

- Priority during 23/24 to deliver parity between the status and decision-making of the ICP and ICB, with the ICP focussing on oversight and assurance on the delivery of the Integrated Care System (ICS) Strategy priorities and other system partnership priorities and the ICB focussing on NHS performance, finance and delivery together with its other statutory duties.



- Continued focus on the work of the ICP to support system planning and delivery, in tandem with the planning and delivery of work that is best undertaken at Place(s) and sector collaborative level. This reflects Places as the building blocks of the ICS.
- The Health and Wellbeing Boards remain the drivers of the strategy at Place and the ICP should be the primary driver of the strategy at system-level.
- Agendas of the ICP to focus much more on the future and strategic direction and beyond the “here and now”, given that the immediate challenges are already picked up via many other meetings at Place and system level.
- Need to think more radically and use ICP to drive the wider and bold ambitions of the ICS, such as population health & prevention plans, the wider determinants of health and business & childrens strategies.
- General recognition of the need to better inform and understand the priorities of the constituent elements of the ICB, such as progress on the individual delivery programmes in individual Places and sector collaboratives (Sharing of best practice).

## 2.0 Refresh of ICP operational arrangements

2.1 Building on the successful establishment of the ICP in September 2022 and its approval of the ICS Strategy in December 2022, the future ICP meeting arrangements have been refreshed to consolidate into a single day (on a quarterly basis) some of the key conversations required to drive the partnership and deliver the key ambition of the ICS – culminating with the ICP meeting at the end of each of these days.

2.2 Four new meetings / groups will be convened to underpin the work of the ICP, as follows:

- a. The **ICS Futures Group** – comprising senior thought leaders from across the ICS, the Futures Group will provide impetus to the delivery of the long-term strategic ambitions of the ICS and challenge each part of it to think and act innovatively, questioning established thinking where necessary. The group will have particular focus on the strategies for population health and health inequalities; innovation, research and improvement; digital; developing talent; partnerships and anchor organisations; and patient voice.

The group will be held to account in its delivery against its remit by the ICP.

- b. A **local authority chief executive / ICB executive forum** – an informal meeting between senior executives of the six local authorities and the ICB (plus ICP chair) to discuss items of their choice. Any feedback from this group will be captured and escalated to the ICP and the ICB, as appropriate.
- c. A **local authority / ICB executive / Place directors forum** - a formal meeting at which Place Directors can share thinking relating to opportunities and challenges relating to the partnership at large, or specific places, with senior executives of both the local authorities and ICB.
- d. A **local authority / ICB executive / Place directors / Futures Group meeting** – an opportunity for all four groupings to come together on the ICP day to discuss areas of common interest.



2.3 In addition, a new ICS Symposium will be convened twice yearly where partners from the wider health and social care sectors, along with partners from education, business and other public sector organisations will come together to share knowledge, experience and promote learning and building partnerships through networking.

The Symposium format will include a review of ICS progress across the ICB and ICP ambitions and specific case studies of progress being made and external guest speakers relevant to the themes being considered.

2.4 The outline schedule of the revised quarterly ICP meeting day is as follows:

Time	Meeting	Involving	Time	Meeting	Involving
08:30 – 09:45	Local Authority chief executives and ICB executives	<ul style="list-style-type: none"> <li>- LA Chief Executives (x6)</li> <li>- ICB Chair</li> <li>- ICB Chief Executive</li> <li>- ICB Deputy Chief Executive</li> <li>- Director of Finance and Investment</li> </ul>			
10:00 – 11:30	Local Authority chief executives / ICB executives / Place directors	<ul style="list-style-type: none"> <li>- LA Chief Executives (x6)</li> <li>- ICB executives</li> <li>- Place directors (x6)</li> </ul>	09:45 – 12:00	ICS Futures Group	<b>Senior Representatives from</b> <ul style="list-style-type: none"> <li>- Education and Research</li> <li>- IRIS</li> <li>- Digital</li> <li>- Talent and succession planning</li> <li>- Anchor Organisations and Partnerships</li> <li>- Public Voice</li> <li>- Population Health and Health Inequalities</li> <li>- Local Government/ socio Economic Development</li> <li>- ICB</li> </ul>
12:00 – 13:00	Local Authority chief executives / ICB executives / Place directors / Futures Group	<ul style="list-style-type: none"> <li>- LA Chief Executives (x6)</li> <li>- ICB executives</li> <li>- Place directors (x6)</li> <li>- Futures group Members (x14)</li> </ul>			
13:00 – 14:00	Lunch and networking				
14:00 – 16:00	ICP Meeting	ICP Membership			



### **3.0 Next Steps**

3.1 Subject to the approval of the refreshed arrangements by the ICB Board and system partners, the next steps will be:

- Finalising the membership and terms of reference for the ICS Futures Group and prepare for the first meeting on 28<sup>th</sup> June.
- Developing and preparing the ICS Symposium for September and communicating the arrangements with partners.
- Engaging on and communicating the revised ICP operating arrangements and purpose across the ICS to ensure they operate effectively from their first meeting on 28<sup>th</sup> June.

### **4.0 Recommendations**

4.1 Members are asked to:

- i) Approve the refreshed operating arrangements for the Integrated Care Partnership (ICP), including the establishment of an ICS Futures Group as a core member of the ICP